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Director and Chief Medical Officer

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Chief Operating Officer

COUNTY OF LOS ANGELES  
DEPARTMENT OF HEALTH SERVICES  
313 N. Figueroa, Los Angeles, CA 90012  
(213) 240-8101

January 26, 2004

TO: Each Supervisor

FROM: Thomas L. Garthwaite, MD  
Director and Chief Medical Officer

A handwritten signature in blue ink, which appears to read "Thomas L. Garthwaite", is written over the printed name and title.

**SUBJECT: MEDICAL SCHOOL AFFILIATION AGREEMENTS**

At the January 13, 2004, meeting of your Board, you instructed the Department of Health Services (DHS) to initiate the renegotiation of the medical school affiliation agreement with the Charles R. Drew University of Medicine and Science for the provision of services at King/Drew Medical Center.

I have had an initial meeting with the President of the Drew University Board of Trustee to discuss the negotiation process. However, the Drew University affiliation agreement cannot be renegotiated in isolation of the other medical school relationships. As you know, I believe that all three of the affiliation agreements need to be examined and renegotiated in the context of the Department's system redesign plan and the consolidation and integration of clinical services among DHS facilities.

Given the complexity of the issues involved and the time consuming nature of these negotiations, it is likely that the Department will prioritize the order of the negotiations to reflect the issues involved. I have directed my staff to develop a strategy and timeline to lay out the major issues to be addressed across the three agreements and the staging of these negotiations. I will provide this report to you within the next week. I also will be sending written notification to each of the medical schools shortly informing them of the Department's intent to initiate these negotiations.

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Finally, the magnitude of these negotiations requires the full attention of the individuals involved. To that end, I have appointed Robert Waters, MD, to be the lead negotiator. Dr. Waters will be retiring from his position as the Medical Director at Rancho Los Amigos National Rehabilitation Center in March and has generously agreed to manage these negotiations.

Please let me know if you have any further questions.

TLG:ak

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors